

Bartlett Regional Hospital

FINANCE COMMITTEE MEETING
December 11, 2020 – Noon
Bartlett Regional Hospital – Zoom Meeting
Agenda

Mission Statement

Bartlett Regional Hospital provides its community with quality, patient-centered care in a sustainable manner.

Public may participate telephonically by calling 1-888-788-0099

CALL TO ORDER

PUBLIC COMMENT

APPROVAL OF MINUTES – [November 13, 2020 Minutes](#)

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1. October 2020 Financial Statements Review

- A. [October Financial Summary](#)
- B. [Statistics](#)
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2. Other

- A. Financial Audit and Medicare Cost Report update
- B. [Data Analytics](#)

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Next Meeting: Friday, January 8, 2021 at 12:00 via Zoom

Committee member comments / questions

ADJOURN

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801 907.796.8900 www.bartletthospital.org

Finance Committee Meeting Minutes Zoom Meeting – November 13, 2020

Called to order at 12:01 p.m. by Deb Johnston.

Finance Committee* & Board Members present: Deb Johnston*, Mark Johnson*, Brenda Knapp*, Marshal Kendziorek, Kenny Solomon-Gross, Rosemary Hagevig and Iola Young

Staff & Others: Chuck Bill, CEO, Kevin Benson, CFO, Billy Gardner, COO, Rose Lawhorne, CCO, Bradley Grigg, CBHO, Megan Costello, CLO, Dallas Hargrave, HR Director, Willy Dodd, Kris Muller, Anita Moffitt and Tiara Ward

Public Comment: None

Ms. Knapp made a MOTION to approve the minutes from the October 9, 2020 Finance Committee Meeting. Mr. Johnson seconded. Minutes approved.

September 2020 Financial Review

Mr. Benson reported Bartlett incurred a more favorable month in September as outpatient volumes picked back up after a slowdown in August. Outpatient revenues were \$636,000 or 6.8% greater than budget. Inpatient volumes and revenues appear to be ticking up heading back to pre-COVID levels finishing \$947,000 or 16% less than budget. However, this is moving in the right direction as the year-to-date shortfall is 22% after the first quarter. Total revenues were short of budget by \$968,000 or 6%. Deductions from Revenue also decreased commensurate with the decrease of revenue and finished \$491,000 or 6% less than budget. Net Patient Revenue finished 5% or \$476,000 less than budget. CARES funds were realized to make up for this loss of revenues and recorded to Other Operating Revenue. This left Total Operating Revenue \$412,000 or 4% greater than budget. Expenses exceeded budget by \$450,000 thousand or 4.7%. The biggest variance was for supplies and are attributable to pharmaceuticals and surgery supplies. Other variances are mostly COVID related. This resulted in an Operating Income of \$54,000 and a Net Income of \$231,000. After the first quarter BRH has an Operating Income of \$54,000 and a Net Income of \$586,000.

Other Significant Items:

- Reference Lab fees have increased due to Covid-19 testing. This expense was \$50,000 in September almost double to budgeted amount of \$26,000.
- A new accounting department was established for “Molecular Diagnostics” and \$12,000 of expense was recorded. This was not a budgeted operating expense.
- As patient days are under budget this also affects Hospitalist revenues. Hospitalist revenue in September was down consistent with patient days by \$57,000 or 24%.

Mr. Benson clarified that an accounting department created for the Molecular Diagnostics is for the mass testing. This will allow us to capture supplies, depreciation, staffing, etc. associated with molecular mass testing. It does not include the capital expense. The hoods and other equipment that has arrived will be reflected in the October financials. Mr. Solomon-Gross initiated a conversation about volumes reported in the dashboard report. Mr. Bill noted the September financials do not include revenue from the Rural Demonstration Project still in limbo. We are working with our federal delegation to try to get it approved. There is a lot of interest in

the Finance Committee at the Senate to get this done so the expectation is that it will be taken care of. The impact of this program is \$1.8 Million for BRH. Ms. Lawhorne suggested that since the mitigation strategies for COVID-19 are the same as for influenza, we may not see the surge in the coming influenza season that we have seen in the past.

Revenues from AETNA and Blue Cross/Blue Shield are above budget whereas Medicaid is down and Medicare is up. This shift in financial class payors is favorable for BRH. There is a trend of increased volumes in surgery due to increased orthopedic and the ophthalmology surgeries. When we hire another general surgeon, we should see another increase. We continue to see an increase in accumulation of personal leave. The liability for accrued vacation is about \$1 Million higher than last year, probably due to COVID and travel restrictions. Personal leave earnings are being accrued as always but usage has decreased. Employees are allowed to cash out personal leave.

Write-offs included an account for mental health patient in which a Medicare replacement plan had not been set up properly in the system to flag registration staff to obtain a pre-authorization. Claim was subsequently denied. The parameters for this plan have now been set up correctly preventing this from happening in the future.

Cares funding realization – The guidelines for realizing the CARES money BRH has received has changed three more times since last month's update. The auditors have still not come up with a conclusion about what we can claim for last fiscal year. The \$7.2 Million dollars in CARES money recorded may be reduced. BRH has until June of next year to attempt to realize the rest of the money. The triage facility and mass testing equipment is to be paid for by CARES funding set aside by CBJ. Same expenses cannot be claimed from two different CARES funding sources. BRH has received \$13.1 Million in CARES money but no COVID related funding from FEMA or anywhere else.

Future Capital Projects Schedule – Mr. Benson provided a brief overview of the capital projects schedule. Projects listed in the Bidding /Under Construction and in the In Design sections total approximately \$15.9 Million dollars and shows these projects would be completed over the next 18 months. Funding options were presented.

Funding Sources: Internal vs Bonding – Mr. Benson identified internal reserves and revenue bond funding options and the pros and cons of each. The immediate needs are primarily infrastructure in nature and not good projects to seek public financing. Using internal funds to cover the immediate needs and a revenue bond for future projects was discussed. It could take up to five months to issue revenue bond financing. Mr. Kendziorek expressed concerns about underestimation of final costs of projects and then expressed support of moving forward as outlined. The funding sources information presented at today's finance meeting will be presented at the Planning Committee meeting on November 17th. After review, the Planning Committee will make a recommendation to the Finance Committee before it's presented to the full Board. Discussion held about the funding the Crisis Stabilization Center, money has already been set aside for this project. Also discussed, maximizing the upfront costs for a revenue bond by doing our due diligence. Ms. Johnston suggested Finance Committee members wishing to attend the Planning Meeting on should do so. She thanked Mr. Benson for his responsiveness to their requests for information regarding funding options.

Next Meeting: December 11, 2020 at 12:00 pm via Zoom.

Board Comments: None

Adjourned – 12:56 p.m.

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: December 2, 2020

TO: BRH Finance Committee

FROM: Kevin Benson, Chief Financial Officer

RE: October Financial Performance

Bartlett Regional Hospital incurred mixed results in October. Outpatient revenues were \$821,000 or 8.6% greater than budget. This was driven by strong volumes and revenues in surgery, observation and pharmacy. Inpatient volumes and revenues continue heading back to pre-covid levels finishing \$652,000 or 11% less than budget. This is moving in the right direction as the previous month was 16% under budget and year-to-date shortfall was reduced from 22% to 19%. Physician revenue was strong exceeding budget by \$129,000 or 12%. Rainforest recovery had very little revenue but was placed into operation at the end of October. Total revenues were right on budget at \$17,178,000 which is the highest revenue month in more than a year.

Deductions from Revenue was slightly greater than budget by \$140,000 or 1.8%.

Net Patient Revenue finished \$129,000 or 1.4% less than budget. Since there wasn't much of a Loss of Patient Revenue as in past months, CARES monies of \$500,000 was realized to recognize Covid-19 related expenses which have not been claimed to date. As a result, Other Operating Revenues finished \$1,039,000 greater than budget. This resulted in a surplus of \$910,000 or 9.2% of excess Total Operating Revenue.

Expenses exceeded budget by \$1.4 million or 14%. There were a number of factors that led to this increase. Increased staff costs were incurred due to increased outpatient volumes, unbudgeted covid staffing (triage, front desk, molecular lab, etc) and mandated Emergency Leave. Supply costs were high due to increased supply costs in surgery for orthopedic implants, pharmaceuticals and supplies assigned to the Covid department. This resulted in an Operating Loss of \$495,000 and a Net Loss of \$312,000. After 4 months BRH has a very small Net Income of \$274,000 or 0.66%.

Other Significant Items:

- Cash Collections were very strong at \$8.9 million as Accounts Receivable increased slightly.
- The cost of paid Emergency Leave mandated as a part of Covid mitigation is at \$147,000.

Bartlett Regional Hospital
Dashboard Report for October 2020

Facility Utilization:	CURRENT MONTH					YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Prior Month (Sep)	Actual	Budget	% Over (Under) Budget	Prior Year
Hospital Inpatient: Patient Days									
Patient Days - Med/Surg	370	386	-4%	434	360	1,457	1,531	-5%	1,726
Patient Days - Critical Care Unit	108	96	12%	93	103	418	382	9%	412
Patient Days - Swing Beds	0	0	0%	0	0	0	0	0%	0
Avg. Daily Census - Acute	15.4	15.6	-1%	17	15.4	15.2	15.6	-2%	17.4
Patient Days - Obstetrics	73	69	6%	91	56	270	274	-1%	300
Patient Days - Nursery	68	54	27%	64	37	214	213	0%	234
Total Hospital Patient Days	619	605	2%	682	556	2,359	2,400	-2%	2,672
Births	28	25	14%	27	24	109	98	12%	105
Mental Health Unit									
Patient Days - Mental Health Unit	227	279	-19%	235	217	713	1,107	-36%	991
Avg. Daily Census - MHU	7.3	9.0	-19%	7.6	7	5.8	9.0	-36%	8.1
Rain Forest Recovery:									
Patient Days - RRC	18	399	-95%	285	0	18	1,585	-99%	1,154
Avg. Daily Census - RRC	1	12.9	-95%	9.2	0	0	12.9	-99%	9.4
Outpatient visits	92	19	375%	21	118	298	254	17%	106
Inpatient: Admissions									
Med/Surg	57	80	-29%	101	43	220	317	-31%	346
Critical Care Unit	42	45	-6%	49	36	143	177	-19%	187
Obstetrics	30	27	12%	30	26	117	106	11%	115
Nursery	28	25	13%	27	24	109	98	11%	106
Mental Health Unit	24	37	-36%	38	27	89	148	-40%	149
Total Admissions - Inpatient Status	181	213	-15%	245	156	678	847	-20%	903
Admissions - "Observation" Status									
Med/Surg	73	57	29%	50	62	245	225	9%	234
Critical Care Unit	36	30	18%	37	20	104	121	-14%	131
Mental Health Unit	1	3	-61%	4	2	10	10	-1%	10
Obstetrics	13	19	-32%	24	15	56	76	-26%	81
Nursery	0	0	-100%	0	0	0	1	-100%	1
Total Admissions to Observation	123	109	13%	115	99	415	433	-4%	457
Surgery:									
Inpatient Surgery Cases	57	53	8%	70	49	209	209	0%	224
Endoscopy Cases	94	92	2%	84	86	333	365	-9%	358
Same Day Surgery Cases	123	104	19%	95	106	481	411	17%	402
Total Surgery Cases	274	248	10%	249	241	1,023	985	4%	984
Total Surgery Minutes	19,889	15,437	29%	19,319	17,637	74,671	61,248	22%	69,315
Outpatient:									
Total Outpatient Visits (Hospital)									
Emergency Department Visits	901	1,243	-28%	1,278	967	3,892	4,932	-21%	5,128
Cardiac Rehab Visits	59	65	-10%	86	72	229	259	-12%	287
Lab Visits	282	402	-30%	256	301	1,136	1,597	-29%	1,659
Lab Tests	10,372	8,956	16%	10,629	9,679	39,297	36,431	8%	45,149
Radiology Visits	897	840	7%	791	859	3,289	3,332	-1%	3,326
Radiology Tests	2,246	2,446	-8%	2,797	1,693	8,332	10,550	-21%	10,525
Sleep Study Visits	27	29	-6%	29	28	114	115	-1%	113
Physician Clinics:									
Hospitalists	229	237	-4%	164	151	916	942	-3%	987
Bartlett Oncology Clinic	98	83	18%	102	85	341	331	3%	343
Ophthalmology Clinic	97	55	78%	-	100	402	216	86%	107
Behavioral Health Outpatient visits	432	385	12%	383	396	1,555	1,529	2%	1,472
Bartlett Surgery Specialty Clinic visits	284	209	36%	254	177	873	829	5%	1,157
	1,140	969	18%	903	909	4,087	3,847	6%	4,066
Other Operating Indicators:									
Dietary Meals Served	20,339	30,346	-33%	30,117	18,259	76,046	120,404	-37%	116,565
Laundry Pounds (Per 100)	392	384	2%	409	374	1,506	1,523	-1%	1,553

Bartlett Regional Hospital
Dashboard Report for October 2020

Facility Utilization:	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	% Over (Under) Budget	Prior Year	Actual	Budget	% Over (Under) Budget	Prior Year
Financial Indicators:								
Revenue Per Adjusted Patient Day	6,105	4,238	44.0%	4,114	6,324	4,512	40.2%	4,474
Contractual Allowance %	44.8%	43.0%	4.3%	40.4%	44.9%	43.0%	4.5%	40.8%
Bad Debt & Charity Care %	1.6%	2.7%	-39.9%	1.7%	0.8%	2.7%	-69.6%	2.7%
Wages as a % of Net Revenue	55.2%	47.7%	15.6%	44.8%	52.8%	46.4%	13.8%	45.4%
Productive Staff Hours Per Adjusted Patient Day	33.6	20.1	66.9%	18.7	34.0	21.0	62.1%	21.5
Non-Productive Staff Hours Per Adjusted Patient Day	5.7	3.2	76.6%	3.2	5.5	3.3	67.0%	3.4
Overtime/Premium % of Productive	6.67%	7.26%	-8.1%	7.26%	5.69%	6.21%	-8.4%	6.21%
Days Cash on Hand	103	119	-13.5%	124	111	119	-6.5%	127
Board Designated Days Cash on Hand	117	135	-13.5%	148	126	135	-6.5%	148
Days in Net Receivables	51.4	51	0.0%	49	51.4	51	0.0%	49
					Actual	Benchmark	% Over (Under)	Prior Year
Total debt-to-capitalization (with PERS)					58.1%	33.7%	72.4%	63.1%
Total debt-to-capitalization (without PERS)					15.1%	33.7%	-55.3%	16.5%
Current Ratio					7.28	2.00	264.0%	8.13
Debt-to-Cash Flow (with PERS)					9.37	2.7	247.0%	5.20
Debt-to-Cash Flow (without PERS)					2.43	2.7	-10.0%	1.36
Aged A/R 90 days & greater					43.5%	19.8%	119.7%	49.4%
Bad Debt Write off					0.5%	0.8%	-37.5%	87.8%
Cash Collections					99.7%	99.4%	0.3%	3.0%
Charity Care Write off					0.2%	1.4%	-85.7%	4.1%
Cost of Collections (Hospital only)					4.4%	2.8%	57.1%	0.2%
Discharged not Final Billed (DNFB)					14.0%	4.7%	197.9%	0.5%
Unbilled & Claims on Hold (DNSP)					14.0%	5.1%	174.5%	11.7%
Claims final billed not submitted to payor (FBNS)					0.0%	0.2%	-100.0%	11.9%
POS Cash Collection					2.1%	21.3%	-90.1%	0.3%

BARTLETT REGIONAL HOSPITAL
STATEMENT OF REVENUES AND EXPENSES
FOR THE MONTH AND YEAR TO DATE OF OCTOBER 2020

MONTH ACTUAL	MONTH BUDGET	MO \$ VAR	MTD % VAR	PR YR MO		YTD ACTUAL	YTD BUDGET	YTD \$ VAR	YTD % VAR	PRIOR YTD ACT	PRIOR YTD % CHG
\$4,206,853	\$4,888,210	-\$681,357	-13.9%	\$4,723,370	1. Inpatient Revenue	\$15,602,355	\$19,960,167	-\$4,357,812	-21.8%	\$19,723,062	-20.9%
\$1,067,716	\$1,038,554	\$29,162	2.8%	\$1,030,178	2. Inpatient Ancillary Revenue	\$3,939,289	\$4,240,759	-\$301,470	-7.1%	\$4,273,207	-7.8%
\$5,274,569	\$5,926,764	-\$652,195	-11.0%	\$5,753,548	3. Total Inpatient Revenue	\$19,541,644	\$24,200,926	-\$4,659,282	-19.3%	\$23,996,269	-18.6%
\$10,410,367	\$9,589,173	\$821,194	8.6%	\$9,066,657	4. Outpatient Revenue	\$40,259,406	\$39,155,766	\$1,103,640	2.8%	\$37,485,503	7.4%
\$15,684,936	\$15,515,937	\$168,999	1.1%	\$14,820,205	5. Total Patient Revenue - Hospital	\$59,801,050	\$63,356,692	-\$3,555,642	-5.6%	\$61,481,772	-2.7%
\$25,824	\$328,332	-\$302,508	-92.1%	\$290,079	6. RRC Patient Revenue	\$47,952	\$1,340,696	-\$1,292,744	-96.4%	\$1,208,936	-96.0%
\$294,734	\$279,061	\$15,673	5.6%	\$264,902	7. BHOPS Patient Revenue	\$926,401	\$1,139,493	-\$213,092	-18.7%	\$1,037,143	-10.7%
\$1,172,901	\$1,043,631	\$129,270	12.4%	\$1,303,856	8. Physician Revenue	\$3,993,096	\$4,261,482	-\$268,387	-6.3%	\$4,231,087	-5.6%
\$17,178,395	\$17,166,961	\$11,434	0.1%	\$16,679,042	9. Total Gross Patient Revenue	\$64,768,499	\$70,098,363	-\$5,329,865	-7.6%	\$67,958,938	-4.7%
\$3,072,687	\$3,293,369	\$220,682	6.7%	\$3,183,236	10. Inpatient Contractual Allowance	\$11,131,278	\$13,447,925	-\$2,316,647	17.2%	\$12,606,926	-11.7%
\$0	\$0	\$0		-\$308,333	10a. Rural Demonstration Project	\$0	\$0	\$0		-\$308,333	
\$3,935,312	\$3,422,940	-\$512,372	-15.0%	\$3,106,190	11. Outpatient Contractual Allowance	\$15,406,592	\$13,977,003	-\$1,429,589	-10.2%	\$13,049,634	18.1%
\$692,670	\$660,029	-\$32,641	-4.9%	\$764,117	12. Physician Service Contractual Allowance	\$2,550,174	\$2,695,117	\$144,943	5.4%	\$2,367,962	7.7%
\$15,600	\$15,182	-\$418	-2.8%	\$14,510	13. Other Deductions	\$52,991	\$61,993	\$9,002	14.5%	\$58,198	0.0%
\$36,956	\$71,347	\$34,391	48.2%	\$31,435	14. Charity Care	\$520,330	\$291,336	-\$228,994	-78.6%	\$126,156	312.4%
\$240,131	\$389,628	\$149,498	38.4%	\$252,931	15. Bad Debt Expense	\$7,828	\$1,590,983	\$1,583,155	99.5%	\$1,724,619	-99.5%
\$7,993,356	\$7,852,495	-\$140,860	-1.8%	\$7,044,086	16. Total Deductions from Revenue	\$29,669,193	\$32,064,357	\$2,395,164	7.5%	\$29,625,162	0.1%
44.8%	43.0%				42.3% % Contractual Allowances / Total Gross Patient Revenue	44.9%	43.0%			40.8%	
1.6%	2.7%				1.7% % Bad Debt & Charity Care / Total Gross Patient Revenue	0.8%	2.7%			2.7%	
46.5%	45.7%				42.2% % Total Deductions / Total Gross Patient Revenue	45.8%	45.7%			43.6%	
\$9,185,039	\$9,314,466	-\$129,426	-1.4%	\$9,634,956	17. Net Patient Revenue	\$35,099,306	\$38,034,006	-\$2,934,701	-7.7%	\$38,333,776	-8.4%
\$1,586,410	\$546,688	\$1,039,722	190.2%	\$377,434	18. Other Operating Revenue	\$6,073,719	\$2,232,315	\$3,841,404	172.1%	\$1,677,466	262.1%
\$10,771,449	\$9,861,154	\$910,295	9.2%	\$10,012,390	19. Total Operating Revenue	\$41,173,025	\$40,266,321	\$906,703	2.3%	\$40,011,242	2.9%
\$4,507,165	\$3,947,432	-\$559,733	-14.2%	\$3,821,770	20. Salaries & Wages	\$16,658,837	\$15,662,376	-\$996,461	-6.4%	\$15,269,335	9.1%
\$376,873	\$369,339	-\$7,534	-2.0%	\$348,305	21. Physician Wages	\$1,189,071	\$1,465,443	\$276,372	18.9%	\$1,295,162	-8.2%
\$183,187	\$128,757	-\$54,430	-42.3%	\$150,913	22. Contract Labor	\$678,914	\$510,863	-\$168,051	-32.9%	\$836,530	-18.8%
\$2,423,653	\$2,203,007	-\$220,646	-10.0%	\$2,031,833	23. Employee Benefits	\$9,055,857	\$8,740,984	-\$314,873	-3.6%	\$7,844,271	15.4%
\$7,490,878	\$6,648,535	-\$842,343	-12.7%	\$6,352,821		\$27,582,679	\$26,379,666	-\$1,203,013	-4.6%	\$25,245,298	9.3%
69.5%	67.4%			63.4%	% Salaries and Benefits / Total Operating Revenue	67.0%	65.5%			63.1%	
\$112,791	\$81,316	-\$31,475	-38.7%	\$63,029	24. Medical Professional Fees	\$435,029	\$322,634	-\$112,395	-34.8%	\$315,304	38.0%
\$402,559	\$170,114	-\$232,445	-136.6%	\$217,335	25. Physician Contracts	\$900,340	\$674,954	-\$225,386	-33.4%	\$884,789	1.8%
\$220,977	\$174,325	-\$46,652	-26.8%	\$168,096	26. Non-Medical Professional Fees	\$736,515	\$691,670	-\$44,845	-6.5%	\$589,436	25.0%
\$1,653,838	\$1,219,350	-\$434,488	-35.6%	\$1,339,354	27. Materials & Supplies	\$6,156,158	\$4,838,052	-\$1,318,106	-27.2%	\$4,687,254	31.3%
\$115,777	\$143,382	\$27,606	19.3%	\$129,711	28. Utilities	\$427,726	\$568,913	\$141,187	24.8%	\$480,469	-11.0%
\$415,058	\$432,229	\$17,171	4.0%	\$412,855	29. Maintenance & Repairs	\$1,764,682	\$1,714,963	-\$49,719	-2.9%	\$1,525,192	15.7%
\$44,824	\$52,296	\$7,472	14.3%	\$57,934	30. Rentals & Leases	\$191,833	\$207,506	\$15,673	7.6%	\$218,053	-12.0%
\$43,647	\$53,791	\$10,144	18.9%	\$62,985	31. Insurance	\$187,954	\$213,434	\$25,480	11.9%	\$189,992	-1.1%
\$662,309	\$677,443	\$15,134	2.2%	\$589,581	32. Depreciation & Amortization	\$2,677,062	\$2,491,141	-\$185,921	-7.5%	\$2,312,614	15.8%
\$50,909	\$51,245	\$336	0.7%	\$52,453	33. Interest Expense	\$203,850	\$203,327	-\$523	-0.3%	\$209,811	-2.8%
\$52,935	\$145,694	\$92,759	63.7%	\$176,225	34. Other Operating Expenses	\$350,625	\$578,107	\$227,482	39.3%	\$510,203	-31.3%
\$11,266,502	\$9,849,720	-\$1,416,781	-14.4%	\$9,622,379	35. Total Expenses	\$41,614,453	\$38,884,367	-\$2,730,086	-7.0%	\$37,168,415	-12.0%
-\$495,053	\$11,434	-\$506,487	-4429.7%	\$390,011	36. Income (Loss) from Operations	-\$441,428	\$1,381,954	-\$1,823,382	-131.9%	\$2,842,827	-115.5%
\$102,230	\$104,050	-\$1,820	-1.7%	\$101,227	37. Interest Income	\$407,979	\$412,842	-\$4,863	-1.2%	\$406,150	0.5%
\$80,197	\$100,475	-\$20,278	-20.2%	\$142,324	38. Other Non-Operating Income	\$307,128	\$398,656	-\$91,528	-23.0%	\$590,570	-48.0%
\$182,427	\$204,525	-\$22,098	-10.8%	\$243,551	39. Total Non-Operating Revenue	\$715,107	\$811,498	-\$96,391	-11.9%	\$996,720	-28.3%
-\$312,626	\$215,959	-\$528,585	244.8%	\$633,562	40. Net Income (Loss)	\$273,679	\$2,193,452	-\$1,919,773	87.5%	\$3,839,547	92.9%
-4.60%	0.12%			3.90%	Income from Operations Margin	-1.07%	3.43%			7.11%	
-2.90%	2.19%			6.33%	Net Income	0.66%	5.45%			9.60%	

Bartlett Regional Hospital
October 2020 Financial Operating Summary

Financial Group	In-Pt Oct	OctBudget	Out-Pt		Physician Division		BRH Total	
			OctActual	OctBudget	OctActual	OctBudget	OctActual	OctBudget
Aetna	448,263	459,268	1,962,808	1,405,585	194,115	159,755	2,605,186	2,024,608
Blue Cross	571,637	496,562	2,044,477	1,417,102	180,979	212,166	2,797,093	2,125,830
Comm	151,477	197,972	203,870	355,641	53,412	107,129	408,759	660,742
MCD	1,818,353	2,020,041	1,891,684	1,835,070	296,804	328,433	4,006,841	4,183,544
MCR	2,094,627	2,379,452	3,387,448	2,606,665	427,281	379,488	5,909,356	5,365,605
Other	127,159	71,666	366,767	228,203	1,939	17,136	495,865	317,005
SEARHC	55,868	35,194	129,464	124,698	5,622	11,267	190,954	171,159
Self	32,002	89,579	100,348	203,153	13,108	32,763	145,458	325,495
VA/Cham	(5,409)	141,075	184,994	253,730	29,591	70,582	209,176	465,387
Worker's	-	9,996	144,924	92,599	396	3,973	145,320	106,568
Grand Total	5,293,976	5,900,805	10,416,784	8,522,446	1,203,248	1,322,692	16,914,007	15,745,943
Commercial	1,171,376	1,163,798	4,356,078	3,270,927	428,903	483,023	5,956,358	4,917,748
Government	4,090,597	4,647,428	5,960,357	5,048,366	761,237	806,906	10,812,191	10,502,700
Self Pay	32,002	89,579	100,348	203,153	13,108	32,763	145,458	325,495
Total Charges	5,293,976	5,900,805	10,416,784	8,522,446	1,203,248	1,322,692	16,914,007	15,745,943

% of Hospital Charges	24%	30%	35%	32%	5%	5%	63.9%	66.7%
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Prior Month

Commercial	718,880	1,126,255	4,064,619	3,165,402	264,404	471,524	5,047,903	4,763,181
Government	4,121,893	4,497,517	5,781,199	4,885,493	468,060	787,686	10,371,152	10,170,696
Self Pay	(1,838)	86,685	164,668	196,604	1,439	31,983	164,269	315,272
Total Charges	4,838,935	5,710,457	10,010,486	8,247,499	733,903	1,291,193	15,583,324	15,249,149

% of Hospital Charges	26%	29%	37%	32%	3%	5%	66.6%	66.7%
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<u>Description</u>	<u>OctActual</u>	<u>OctBudget</u>	<u>OctActual (Over)</u> <u>/ Under Budget</u>
Mgrs & Supervisors	453,148	480,542	27,395
Techs & Specs	745,354	678,174	(67,180)
RN's	918,047	950,519	32,472
Clerical & Admin	406,212	368,385	(37,827)
Clinical - Other	399,331	348,110	(51,221)
Non-Clinical - Other	327,970	301,466	(26,504)
Overtime	236,292	175,085	(61,207)
Premium Pay	51,491	16,816	(34,675)
Shift Differentials	142,403	133,936	(8,467)
On-Call	16,574	28,320	11,746
Non Productive	637,371	466,079	(171,292)
Premium Pay	0	-	-
Productivity Incentives	19,303	0	(19,303)
Grand Total	4,353,496	3,947,432	(406,064)
Physicians	427,169	369,339	(57,830)
Contract Labor	183,187	128,757	(54,430)
Physician Contracts	610,356	498,096	(112,260)

BARTLETT REGIONAL HOSPITAL
BALANCE SHEET
October 31, 2020

	<u>October-20</u>	<u>September-20</u>	<u>October-19</u>	<u>CHANGE FROM PRIOR FISCAL YEAR</u>
ASSETS				
Current Assets:				
1. Cash and cash equivalents	35,276,569	35,597,529	36,002,451	(725,882)
2. Board designated cash	35,848,433	35,248,466	38,326,130	(2,477,697)
3. Patient accounts receivable, net	15,041,478	14,968,389	15,407,448	(365,970)
4. Other receivables	(531,179)	145,824	2,268,421	(2,799,600)
5. Inventories	3,239,954	3,151,282	3,036,776	203,178
6. Prepaid Expenses	2,808,825	2,766,747	1,206,567	1,602,258
7. Other assets	28,877	28,877	28,877	-
8. Total current assets	91,712,957	91,907,114	96,276,670	(4,563,713)
Appropriated Cash:				
9. CIP Appropriated Funding	4,163,554	4,163,554	4,678,117	(514,563)
Property, plant & equipment				
10. Land, bldgs & equipment	145,123,772	145,061,431	151,102,996	(5,979,223)
11. Construction in progress	6,872,162	6,189,430	1,004,610	5,867,552
12. Total property & equipment	151,995,934	151,250,861	152,107,606	(111,671)
13. Less: accumulated depreciation	(96,718,334)	(96,056,025)	(100,029,241)	3,310,907
14. Net property and equipment	55,277,600	55,194,838	52,078,366	3,199,235
15. Deferred outflows/Contribution to Pension Plan	12,403,681	12,403,681	14,415,000	(2,011,319)
16. Total assets	163,557,792	163,669,187	167,448,153	(3,890,360)
LIABILITIES & FUND BALANCE				
Current liabilities:				
17. Payroll liabilities	2,062,280	1,411,732	1,483,992	578,289
18. Accrued employee benefits	4,897,206	4,624,798	3,743,046	1,154,161
19. Accounts payable and accrued expenses	2,021,606	2,484,393	2,962,314	(940,708)
20. Due to 3rd party payors	4,250,857	4,250,857	3,713,928	536,929
21. Deferred revenue	(2,064,956)	(1,667,381)	(1,391,935)	(673,021)
22. Interest payable	197,878	131,919	204,216	(6,338)
23. Note payable - current portion	870,000	870,000	845,000	25,000
24. Other payables	363,418	275,690	286,291	77,126
25. Total current liabilities	12,598,289	12,382,008	11,846,852	751,438
Long-term Liabilities:				
26. Bonds payable	17,260,000	17,260,000	18,130,000	(870,000)
27. Bonds payable - premium/discount	1,167,430	1,182,480	1,348,462	(181,032)
28. Net Pension Liability	64,954,569	64,954,569	72,600,321	(7,645,752)
29. Deferred In-Flows	4,318,200	4,318,200	6,172,883	(1,854,683)
30. Total long-term liabilities	87,700,199	87,715,249	98,251,666	(10,551,467)
31. Total liabilities	100,298,488	100,097,257	110,098,518	(9,800,029)
32. Fund Balance	63,259,306	63,571,928	57,349,636	5,909,670
33. Total liabilities and fund balance	163,557,792	163,669,187	167,448,153	(3,890,360)

Bartlett Regional Hospital
Accounts Receivable
10/31/2020

Aging by Fin Grp	Unbilled A/R	0-30	31-60	61-90	91-120	121-150	151+	A/R Total	Billed & Unbilled 10/31/2020	Billed & Unbilled 9/30/2020
Aetna	\$198,355	\$563,677	\$382,616	\$256,139	\$60,302	\$240,042	\$541,403	\$2,044,180	\$2,242,534	\$2,076,722
Blue Cross	\$236,691	\$454,581	\$237,765	\$22,172	\$124,608	\$8,618	\$273,353	\$1,121,098	\$1,357,789	\$1,195,638
CB	0	0	0	0	0	0	0	\$0	\$0	\$0
Com	\$90,348	\$198,695	\$7,595	\$0	\$72,690	\$31,966	\$31,963	\$342,909	\$433,258	\$291,006
Medicaid	\$1,139,725	\$871,399	\$730,856	\$207,839	\$171,417	\$69,200	\$414,592	\$2,465,302	\$3,605,027	\$3,167,918
Medicare	\$1,488,106	\$1,838,049	\$583,692	\$123,464	\$73,207	\$62,791	\$45,976	\$2,727,179	\$4,215,285	\$3,678,962
Medicare Rep	\$0	\$0	\$24,861	\$0	\$0	\$0	\$88,626	\$113,487	\$113,487	\$111,733
Other	\$10,749	\$750	\$29,052	\$14,999	\$40,689	\$142,525	\$59,660	\$287,674	\$298,423	\$339,004
SEARHC	\$5,309	\$60,934	\$1,900	\$335	\$371	\$0	\$0	\$63,540	\$68,850	\$151,929
Self	\$31,706	\$8,837	\$10,961	\$125,824	\$271,940	\$16,238	\$1,883,341	\$2,317,141	\$2,348,847	\$2,497,075
VA	\$129,326	\$3,242	\$0	\$0	\$64,415	\$39,052	\$0	\$106,708	\$236,034	\$218,535
Worker's	\$0	\$0	\$38,166	\$0	\$0	\$0	\$564	\$38,730	\$38,730	\$38,166
in-patient Total	\$3,330,316	\$4,000,164	\$2,047,464	\$750,772	\$879,638	\$610,432	\$3,339,478	\$11,627,948	\$14,958,264	\$13,766,688
Aetna	\$677,235	\$949,546	\$790,123	\$294,674	\$147,503	\$204,541	\$248,414	\$2,634,801	\$3,312,036	\$3,280,092
Blue Cross	\$774,687	\$850,122	\$637,629	\$290,171	\$38,722	\$10,713	\$203,857	\$2,031,214	\$2,805,901	\$3,179,047
CB	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,006
Com	\$66,680	\$108,397	\$131,504	\$75,646	\$80,321	\$27,417	\$113,293	\$536,577	\$603,258	\$666,519
Medicaid	\$641,427	\$408,953	\$319,719	\$108,741	\$57,568	\$44,525	\$112,598	\$1,052,104	\$1,693,531	\$2,174,351
Medicare	\$1,102,462	\$1,797,962	\$344,143	\$246,370	\$167,861	\$5,812	\$116,730	\$2,678,877	\$3,781,340	\$3,673,689
Medicare Rep	\$1,458	\$0	\$164	\$1,110	\$1,258	\$21,441	\$33,023	\$56,996	\$58,453	\$67,933
Other	\$20,780	\$61,979	\$41,430	\$10,492	\$21,663	\$9,749	\$20,735	\$166,048	\$186,828	\$160,347
SEARHC	\$27,197	\$106,999	\$65,390	\$6,308	\$4,456	\$313	\$26,182	\$209,647	\$236,844	\$125,057
Self	\$21,099	\$146,889	\$314,281	\$324,690	\$371,840	\$286,891	\$4,740,660	\$6,185,251	\$6,206,351	\$6,335,756
VA	\$459,025	\$163,362	\$50,779	\$8,885	\$9,723	\$644	\$40,075	\$273,466	\$732,491	\$627,847
Worker's	\$116,986	\$28,730	\$97,872	\$83,894	\$58,447	\$15,128	\$1,567	\$285,639	\$402,625	\$325,757
out-patient Total	\$3,909,036	\$4,622,939	\$2,793,035	\$1,450,980	\$959,361	\$627,173	\$5,657,134	\$16,110,621	\$20,019,657	\$20,617,401
Aetna	\$875,589	\$1,513,224	\$1,172,739	\$550,813	\$207,805	\$444,583	\$789,818	\$4,678,981	\$5,554,570	\$5,356,814
Blue Cross	\$1,011,378	\$1,304,703	\$875,395	\$312,343	\$163,330	\$19,331	\$477,210	\$3,152,312	\$4,163,690	\$4,374,685
CB	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,006
Com	\$157,029	\$307,092	\$139,099	\$75,646	\$153,011	\$59,383	\$145,256	\$879,487	\$1,036,515	\$957,525
Medicaid	\$1,781,153	\$1,280,351	\$1,050,575	\$316,580	\$228,984	\$113,725	\$527,190	\$3,517,406	\$5,298,558	\$5,342,270
Medicare	\$2,590,569	\$3,636,011	\$927,835	\$369,833	\$241,068	\$68,603	\$162,705	\$5,406,056	\$7,996,625	\$7,352,651
Medicare Rep	\$1,458	\$0	\$25,025	\$1,110	\$1,258	\$21,441	\$121,649	\$170,483	\$171,940	\$179,666
Other	\$31,529	\$62,729	\$70,483	\$25,491	\$62,351	\$152,273	\$80,395	\$453,722	\$485,251	\$499,351
SEARHC	\$32,506	\$167,933	\$67,290	\$6,644	\$4,827	\$313	\$26,182	\$273,188	\$305,694	\$276,986
Self	\$52,806	\$155,726	\$325,243	\$450,514	\$643,780	\$303,129	\$6,624,001	\$8,502,393	\$8,555,198	\$8,832,830
VA	\$588,351	\$166,603	\$50,779	\$8,885	\$74,138	\$39,695	\$40,075	\$380,175	\$968,525	\$846,383
Worker's	\$116,986	\$28,730	\$136,038	\$83,894	\$58,447	\$15,128	\$2,131	\$324,369	\$441,355	\$363,923
Grand Total	\$7,239,351	\$8,623,102	\$4,840,499	\$2,201,753	\$1,838,999	\$1,237,605	\$8,996,611	\$27,738,570	\$34,977,921	\$34,384,089

Aged Balance excludes Credit Balances

	October-20	September-20
Aging	\$27,738,570	\$27,232,779
Unbilled	\$7,239,351	\$7,151,310
Total	\$34,977,921	\$34,384,089

Totals		
One Time PPD Ins	\$19,158.31	2
RRC/MCR NO Enrollment	\$219.50	2
Compliance/Risk/Adminstrative	\$57.78	1
SP Prompt Pay Disc	\$9,688.94	135
BOPS Provider Enrollment LPC		
Demographic Informaiton		
Auth Denials VA/MCD		
Denied Appeals /Timely	\$21,462.17	2
BOPS/MCR Provider NOT Eligible	\$11,178.82	27
Mental Health BD MHU, RRC BOPS	\$1,953.54	26
Late Fees		0
	\$63,719.06	195

Collections		
One Time Ins PPD	\$88,519.98	2
Collections SPPPD	\$53,487.45	135

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

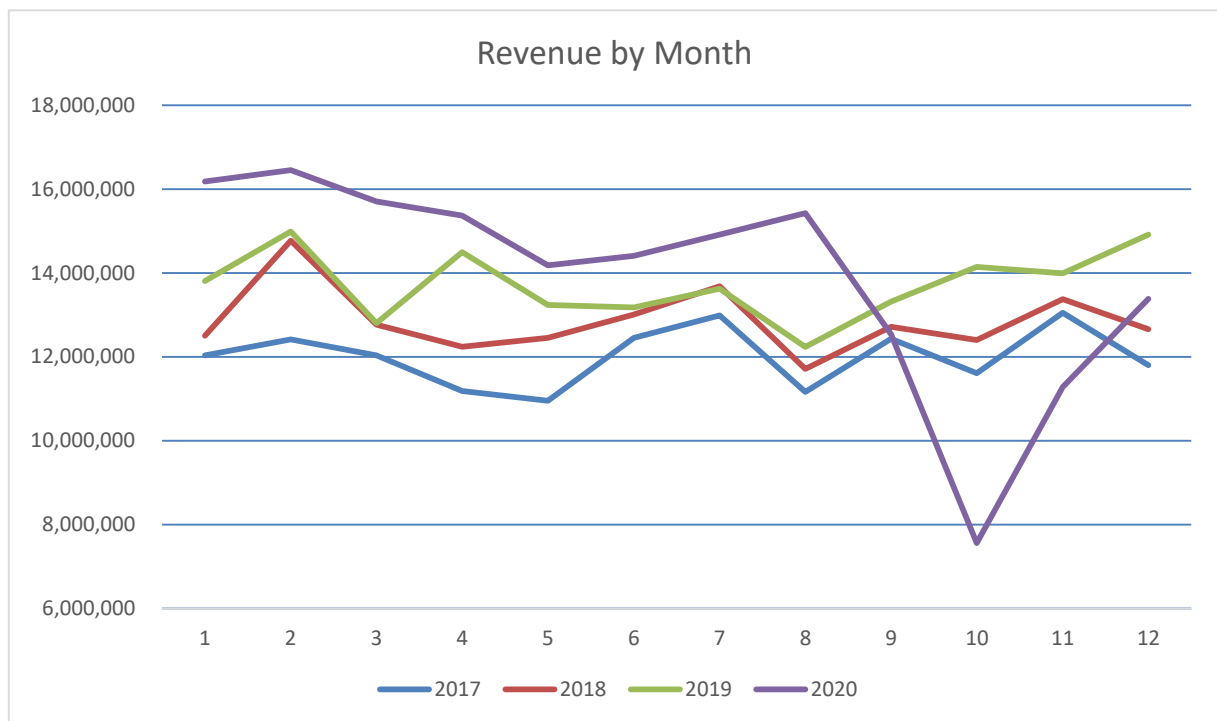
www.bartletthospital.org

DATE: December 2, 2020
TO: BRH Finance Committee
FROM: Kevin Benson, Chief Financial Officer
RE: Data Analytics

I am preparing a number of reports for discussion at the Finance Committee. I expect to have additional reports prior to the meeting to add to this list. This information was obtained from a data analytics database populated with patient financial information from the Meditech System.

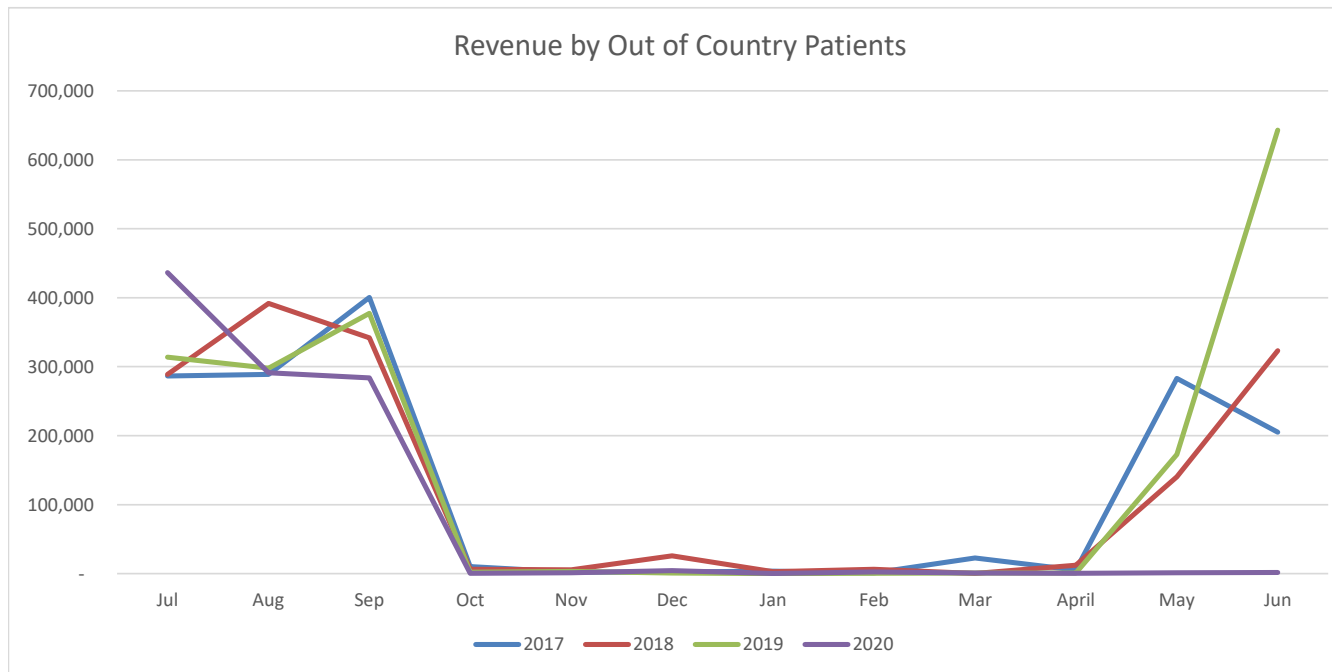
Bartlett Regional Hospital
 Payment by Financial Class
 For the Fiscal Years 2017 to 2020

Month	2017	2018	2019	2020
1	12,038,426	12,504,665	13,804,807	16,184,102
2	12,414,817	14,770,625	14,989,379	16,453,535
3	12,037,945	12,771,158	12,803,469	15,705,169
4	11,184,762	12,241,608	14,499,215	15,372,449
5	10,952,252	12,451,847	13,239,087	14,180,899
6	12,451,895	13,006,875	13,178,575	14,407,149
7	12,990,552	13,685,233	13,626,141	14,914,107
8	11,164,758	11,711,691	12,237,272	15,430,234
9	12,427,351	12,713,301	13,315,475	12,542,027
10	11,612,464	12,398,337	14,146,487	7,558,059
11	13,050,819	13,376,122	13,990,829	11,280,204
12	11,803,315	12,656,344	14,911,848	13,386,822



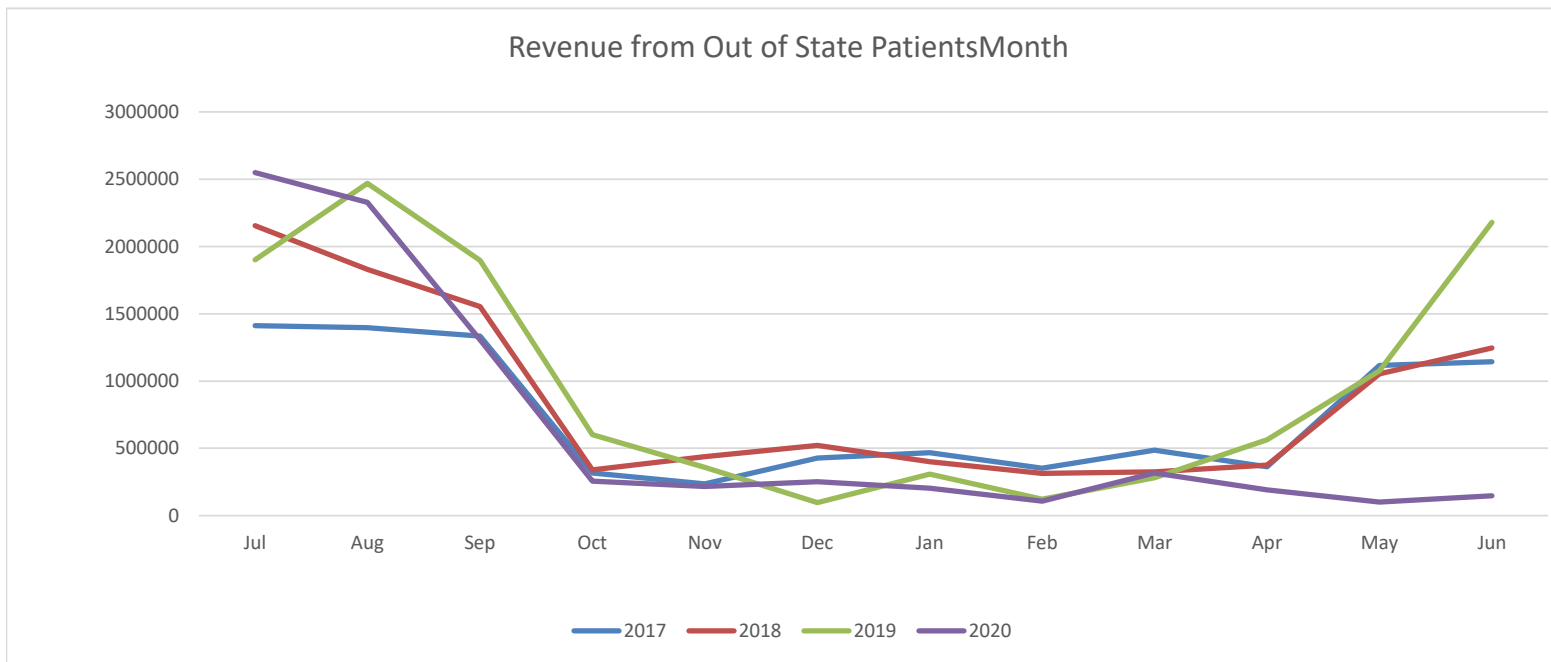
Bartlett Regional Hospital
Out of Country Patients
For the years 2017 to 2020

Month	2017	2018	2019	2020
Jul	286,517	289,081	313,977	436,416
Aug	289,001	391,784	297,983	291,414
Sep	400,457	341,982	377,397	283,694
Oct	10,306	6,188	1,901	655
Nov	1,969	5,725	3,208	1,384
Dec	2,408	25,987	856	4,389
Jan	3,676	2,968	-	187
Feb	1,084	6,321	514	2,571
Mar	22,863	213	944	1,052
April	5,008	12,298	769	561
May	282,948	140,413	172,900	1,337
Jun	205,104	323,099	643,046	1,746
	1,513,359	1,548,075	1,815,514	1,027,425



Bartlett Regional Hospital
Out of Country Patients
For the years 2017 to 2020

Month	2017	2018	2019	2020
Jul	1,411,744	2,154,689	1,901,199	2,549,285
Aug	1,397,067	1,828,988	2,469,373	2,327,695
Sep	1,333,494	1,554,145	1,896,218	1,306,136
Oct	316,936	339,967	601,365	255,139
Nov	235,965	438,548	358,598	215,442
Dec	426,819	522,581	96,638	252,612
Jan	468,252	400,610	308,189	202,915
Feb	352,402	313,817	122,772	107,051
Mar	485,630	325,557	280,261	317,272
Apr	363,520	375,073	564,557	190,277
May	1,115,641	1,052,711	1,077,335	100,754
Jun	1,142,877	1,246,122	2,179,347	147,386
	9,050,345	10,552,807	11,855,852	7,971,965



Bartlett Regional Hospital
Payment by Financial Class
For the Fiscal Years 2017 to 2020

FC Description	Fiscal Year	Charges	Discounts	Payments	Payment %
Aetna	2017	19,169,769	1,236,239	17,933,529	93.6%
Aetna	2018	19,437,853	1,195,458	18,242,395	93.8%
Aetna	2019	22,411,381	1,529,650	20,881,730	93.2%
Aetna	2020	23,175,441	1,678,015	21,497,426	92.8%
		84,194,444	5,639,363	78,555,081	93.3%
Premiera	2017	20,064,855	715,503	19,349,352	96.4%
Premiera	2018	21,436,593	1,230,408	20,206,185	94.3%
Premiera	2019	23,099,940	1,567,660	21,532,280	93.2%
Premiera	2020	24,576,691	1,356,630	23,220,061	94.5%
		89,178,079	4,870,202	84,307,878	94.5%
Com Insurance	2017	7,264,783	763,149	6,501,634	89.5%
Com Insurance	2018	5,836,590	524,633	5,311,958	91.0%
Com Insurance	2019	6,260,564	508,486	5,752,078	91.9%
Com Insurance	2020	5,739,021	479,326	5,259,694	91.6%
		25,100,957	2,275,594	22,825,363	90.9%
Medicaid	2017	36,351,779	20,022,787	16,328,992	44.9%
Medicaid	2018	42,660,435	24,515,810	18,144,625	42.5%
Medicaid	2019	47,514,873	26,959,045	20,555,828	43.3%
Medicaid	2020	43,328,552	26,264,633	17,063,919	39.4%
		169,855,639	97,762,275	72,093,364	42.4%
Medicare	2017	41,802,174	25,463,492	16,338,682	39.1%
Medicare	2018	50,836,361	31,883,482	18,952,879	37.3%
Medicare	2019	54,988,391	35,710,546	19,277,845	35.1%
Medicare	2020	51,249,770	34,225,729	17,024,041	33.2%
		198,876,695	127,283,249	71,593,446	36.0%
Mcare Replace	2017	722,810	353,114	369,696	51.1%
Mcare Replace	2018	1,170,698	672,416	498,282	42.6%
Mcare Replace	2019	1,540,132	989,269	550,864	35.8%
Mcare Replace	2020	1,186,977	744,761	442,217	37.3%
		4,620,618	2,759,559	1,861,058	40.3%
Other	2017	1,975,532	649,719	1,325,813	67.1%
Other	2018	2,411,991	960,185	1,451,806	60.2%
Other	2019	3,217,375	1,314,142	1,903,233	59.2%
Other	2020	2,896,540	1,103,604	1,792,936	61.9%
		10,501,438	4,027,650	6,473,789	61.6%

Searhc	2017	1,432,749	888,893	543,856	38.0%
Searhc	2018	1,440,662	942,474	498,188	34.6%
Searhc	2019	1,886,464	1,253,982	632,483	33.5%
Searhc	2020	2,567,855	1,787,532	780,323	30.4%
		7,327,730	4,872,880	2,454,850	33.5%
Self Pay	2017	2,496,208	1,317,629	1,178,579	47.2%
Self Pay	2018	2,872,229	1,599,102	1,273,128	44.3%
Self Pay	2019	2,776,199	1,506,882	1,269,317	45.7%
Self Pay	2020	3,041,952	1,628,768	1,413,185	46.5%
		11,186,589	6,052,380	5,134,209	45.9%
VA	2017	5,012,000	3,034,635	1,977,366	39.5%
VA	2018	5,166,666	3,138,369	2,028,297	39.3%
VA	2019	6,942,879	4,581,286	2,361,594	34.0%
VA	2020	6,240,400	4,227,936	2,012,463	32.2%
		23,361,946	14,982,226	8,379,719	35.9%
Work Comp	2017	1,539,986	487,036	1,052,951	68.4%
Work Comp	2018	1,703,594	567,886	1,135,708	66.7%
Work Comp	2019	1,423,095	606,505	816,590	57.4%
Work Comp	2020	1,182,757	498,270	684,487	57.9%
		5,849,433	2,159,697	3,689,736	63.1%

Bartlett Regional Hospital

3260 Hospital Drive, Juneau, Alaska 99801

907.796.8900

www.bartletthospital.org

DATE: December 2, 2020

TO: BRH Finance Committee

FROM: Kevin Benson, Chief Financial Officer

RE: Service Line Analysis

In 2018 a Service Line Analysis was prepared by Moss Adams. We were tasked with updating that project to determine how Bartlett had progressed in the past two years.

During my career in healthcare I had spent 10 years consulting with hospitals and providing cost accounting decision support databases. I reviewed the Moss Adams model that was used to develop Service Line reports. I believe the model was flawed in that it separated services that were provided to patients into different service lines. Each patient encounter needs to be evaluated in its entity. As an example, a patient seen in the Emergency Room could receive services from Radiology and Laboratory or other ancillary services. The ancillary services should be grouped with Emergency Room service line as those services would not have been provided without the Emergency Room visit.

A database was built to replicate the Moss Adams analysis. This database was built by pulling charge detail (2.3 million records), payment detail (353,000 records), adjustment detail (221,000 records) and a patient table (156,000 records) over the past four years. These records were summarized by patient account. Cost of service was added by applying the cost to charge ratio to the charge detail.

After all this was done the patient records were summarized by the service code each patient was assigned. After all that, the attached Service Line Report was prepared. It was compared to the original Moss Adams Report and the results were mostly surprisingly consistent.

We would like to use the attached report as a basis for moving forward with additional information the Finance Committee would like to see in the future. I would welcome ideas for further analytic development.

Bartlett Regional Hospital
Service Line Performance
For the Years Ending June 30, 2017 through 2020

Service Line		Count	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
Bartlett Outpatient Psych									
	2019	91	34,253	18,902	15,351	44.8%	8,465	6,886	20.1%
	2020	41	20,698	10,930	9,767	47.2%	5,115	4,652	22.5%
BOPS ER BH Assessment									
	2020	464	309,883	213,604	96,279	31.1%	309,883	(213,604)	-68.9%
BOPS Mental Health OP									
	2019	1,612	466,632	170,923	295,709	63.4%	459,925	(164,217)	-35.2%
	2020	2,668	773,484	235,586	537,897	69.5%	756,757	(218,859)	-28.3%
BOPS Physician Svc									
	2019	252	250,920	132,046	118,874	47.4%	250,920	(132,046)	-52.6%
	2020	75	110,043	61,330	48,713	44.3%	110,043	(61,330)	-55.7%
Cardiac Rehabilitation Ou									
	2017	104	257,147	98,957	158,190	61.5%	343,575	(185,385)	-72.1%
	2018	141	270,501	96,392	174,109	64.4%	373,373	(199,264)	-73.7%
	2019	179	294,327	113,528	180,799	61.4%	364,571	(183,772)	-62.4%
	2020	132	216,876	119,952	96,924	44.7%	263,932	(167,009)	-77.0%
CCFR Capital City Fire Re									
	2020	979	64,576	13,837	50,739	78.6%	16,577	34,162	52.9%
Chemical Dependency InPt									
	2017	133	2,561,885	1,882,271	679,614	26.5%	4,214,300	(3,534,686)	-138.0%
	2018	165	3,651,796	2,580,439	1,568,596	43.0%	4,481,498	(2,912,903)	-79.8%
	2019	243	5,064,507	3,232,984	2,328,762	46.0%	6,103,468	(3,774,706)	-74.5%
	2020	108	2,370,241	1,460,980	1,313,502	55.4%	2,855,311	(1,541,810)	-65.0%
Computerized Tomography									
	2017	1,245	4,106,185	1,800,922	2,305,262	56.1%	999,260	1,306,002	31.8%
	2018	1,286	4,378,611	2,146,970	2,231,641	51.0%	808,002	1,423,639	32.5%
	2019	1,359	4,536,664	2,319,678	2,216,985	48.9%	825,157	1,391,828	30.7%
	2020	1,289	4,795,478	2,453,244	2,342,234	48.8%	879,242	1,462,992	30.5%
Critical Care Unit InPt									

Bartlett Regional Hospital
Service Line Performance
For the Years Ending June 30, 2017 through 2020

Service Line		Count	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
	2017	467	7,123,998	3,342,737	3,781,261	53.1%	5,374,249	(1,592,988)	-22.4%
	2018	430	7,820,739	3,938,192	3,882,547	49.6%	5,198,839	(1,316,292)	-16.8%
	2019	460	8,900,829	4,464,308	4,436,520	49.8%	5,314,472	(877,952)	-9.9%
	2020	467	11,461,367	6,398,247	5,063,121	44.2%	6,882,677	(1,819,557)	-15.9%
Emergency Room									
	2017	14,184	23,509,329	10,495,844	13,013,485	55.4%	12,927,712	85,773	0.4%
	2018	13,832	25,328,756	11,941,070	13,387,685	52.9%	12,372,410	1,015,275	4.0%
	2019	12,688	27,619,639	13,121,018	14,498,621	52.5%	13,616,371	882,250	3.2%
	2020	11,230	27,946,940	13,432,081	14,514,860	51.9%	13,836,658	678,202	2.4%
Fluoroscopy									
	2017	179	215,231	67,419	147,813	68.7%	148,229	(416)	-0.2%
	2018	138	159,255	46,980	112,275	70.5%	100,704	11,571	7.3%
	2019	174	247,665	90,571	157,094	63.4%	131,174	25,920	10.5%
	2020	135	207,427	70,294	137,133	66.1%	103,893	33,240	16.0%
Infusion Center Outpatient									
	2017	439	6,641,388	2,078,201	4,563,187	68.7%	3,687,318	875,870	13.2%
	2018	744	9,736,779	3,479,293	6,257,487	64.3%	5,018,230	1,239,257	12.7%
	2019	985	10,691,251	3,674,520	7,016,731	65.6%	6,313,488	703,243	6.6%
	2020	1,029	11,174,237	3,743,088	7,431,148	66.5%	6,693,194	737,954	6.6%
Laboratory Outpatient									
	2017	3,486	1,734,601	781,486	953,116	54.9%	919,458	33,657	1.9%
	2018	3,321	1,310,917	543,551	767,365	58.5%	661,598	105,768	8.1%
	2019	2,909	1,498,345	661,692	836,653	55.8%	760,263	76,390	5.1%
	2020	3,362	1,335,167	589,177	745,990	55.9%	689,172	56,818	4.3%
Magnetic Resonance Imagin									
	2017	1,118	3,705,023	1,422,892	2,282,131	61.6%	926,889	1,355,242	36.6%
	2018	1,049	3,685,632	1,479,030	2,206,602	59.9%	972,651	1,233,952	33.5%
	2019	1,066	3,667,904	1,423,135	2,244,768	61.2%	966,396	1,278,372	34.9%
	2020	1,028	3,752,747	1,459,566	2,293,181	61.1%	993,243	1,299,938	34.6%
Mammography									

Bartlett Regional Hospital
Service Line Performance
For the Years Ending June 30, 2017 through 2020

Service Line		Count	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
	2017	2,002	1,029,854	232,468	797,387	77.4%	668,179	129,208	12.5%
	2018	2,044	1,273,177	356,046	917,130	72.0%	755,213	161,917	12.7%
	2019	2,192	1,469,174	402,048	1,067,126	72.6%	816,285	250,841	17.1%
	2020	2,031	1,466,163	440,190	1,025,974	70.0%	802,268	223,706	15.3%
Medical/Surgical Unit									
	2017	1,660	42,492,472	18,136,819	24,355,653	57.3%	28,439,057	(4,083,404)	-9.6%
	2018	1,677	47,692,621	22,488,818	25,203,803	52.8%	29,899,034	(4,695,231)	-9.8%
	2019	1,776	56,933,775	28,389,916	28,543,859	50.1%	33,835,587	(5,291,728)	-9.3%
	2020	1,517	52,878,643	26,448,524	26,430,120	50.0%	31,735,657	(5,305,538)	-10.0%
Mental Health Unit InPt									
	2017	519	11,451,942	5,227,278	6,224,663	54.4%	6,949,840	(725,177)	-6.3%
	2018	564	14,427,433	7,035,322	7,392,111	51.2%	6,561,181	830,931	5.8%
	2019	476	15,874,896	7,136,878	8,738,018	55.0%	7,956,887	781,131	4.9%
	2020	379	12,019,281	5,552,743	6,466,538	53.8%	6,048,274	418,264	3.5%
Nuclear Medicine									
	2017	232	553,208	183,065	370,143	66.9%	457,579	(87,436)	-15.8%
	2018	333	846,597	319,215	527,382	62.3%	571,661	(44,279)	-5.2%
	2019	251	806,839	319,665	487,174	60.4%	423,085	64,089	7.9%
	2020	212	700,548	296,984	403,564	57.6%	371,017	32,547	4.6%
Obstetrics Unit InPt									
	2017	958	6,818,089	1,294,396	5,523,693	81.0%	6,567,840	(1,044,147)	-15.3%
	2018	869	7,215,047	1,591,230	5,623,817	77.9%	6,862,580	(1,238,763)	-17.2%
	2019	879	7,321,924	1,772,426	5,549,497	75.8%	6,828,230	(1,278,733)	-17.5%
	2020	1,000	7,396,638	1,738,105	5,658,534	76.5%	6,547,887	(889,353)	-12.0%
Physical Therapy Outpatie									
	2017	829	2,011,618	853,120	1,158,498	57.6%	2,422,722	(1,264,224)	-62.8%
	2018	1,206	2,028,065	870,517	1,157,549	57.1%	2,139,475	(981,927)	-48.4%
	2019	1,430	2,453,687	1,041,392	1,412,294	57.6%	2,237,848	(825,553)	-33.6%
	2020	1,314	2,234,852	1,053,509	1,181,343	52.9%	2,013,598	(832,255)	-37.2%

Rainforest Recovery Cente

Bartlett Regional Hospital
Service Line Performance
For the Years Ending June 30, 2017 through 2020

Service Line		Count	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
	2019	266	123,047	98,358	24,690	20.1%	32,707	(8,017)	-6.5%
	2020	173	105,100	80,756	24,343	23.2%	27,387	(3,044)	-2.9%
Rainforest Recovery Center - OP									
	2017	343	385,855	220,451	165,403	42.9%	635,254	(469,851)	-121.8%
	2018	439	824,768	518,517	306,251	37.1%	1,156,812	(850,561)	-103.1%
	2019	734	360,977	179,349	181,628	50.3%	401,173	(219,545)	-60.8%
	2020	1,165	463,395	235,700	227,695	49.1%	497,512	(269,817)	-58.2%
Same Day Surgery									
	2017	2,393	15,988,657	4,073,862	11,914,795	74.5%	8,144,433	3,770,362	23.6%
	2018	2,476	16,959,514	4,696,997	12,262,517	72.3%	8,545,388	3,717,129	21.9%
	2019	2,524	16,521,796	4,789,725	11,732,071	71.0%	8,117,541	3,614,530	21.9%
	2020	2,167	16,825,308	5,046,054	11,779,254	70.0%	8,376,678	3,402,576	20.2%
Sleep Study									
	2017	214	924,813	509,343	415,469	44.9%	557,415	(141,945)	-15.3%
	2018	286	1,225,531	652,300	573,230	46.8%	619,349	(46,118)	-3.8%
	2019	311	1,299,603	710,462	589,141	45.3%	499,147	89,995	6.9%
	2020	307	1,221,972	644,992	576,980	47.2%	467,206	109,774	9.0%
Speech Therapy Outpatient									
	2017	158	347,370	146,772	200,598	57.7%	419,979	(219,382)	-63.2%
	2018	215	293,284	125,126	168,158	57.3%	313,601	(145,443)	-49.6%
	2019	321	310,820	132,911	177,909	57.2%	267,895	(89,986)	-29.0%
	2020	456	463,610	180,555	283,055	61.1%	413,310	(130,255)	-28.1%
Ultrasound									
	2017	3,244	3,761,289	1,266,658	2,494,631	66.3%	1,286,090	1,208,541	32.1%
	2018	3,185	3,918,309	1,439,546	2,478,764	63.3%	1,166,674	1,312,090	33.5%
	2019	2,897	3,720,419	1,377,496	2,342,923	63.0%	1,215,275	1,127,648	30.3%
	2020	2,174	3,106,120	1,199,441	1,906,679	61.4%	993,671	913,008	29.4%
Xray									
	2017	1,381	790,467	247,772	542,695	68.7%	562,114	(19,419)	-2.5%
	2018	1,274	740,296	276,088	464,208	62.7%	481,469	(17,262)	-2.3%

Bartlett Regional Hospital
Service Line Performance
For the Years Ending June 30, 2017 through 2020

Service Line		Count	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
	2019	1,292	719,850	260,709	459,141	63.8%	440,141	19,000	2.6%
	2020	1,031	631,264	206,392	424,872	67.3%	383,685	41,187	6.5%

Bartlett Regional Hospital
Financial Class Performance
For the Years Ending June 30, 2017 through 2020

Financial Class	Fiscal Year 2017						
	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
Aetna	19,169,769	1,236,239	17,933,529	93.6%	11,465,329	6,468,200	33.7%
Com Insurance	7,264,783	763,149	6,501,634	89.5%	4,464,919	2,036,715	28.0%
Mcare Replace	722,810	353,114	369,696	51.1%	468,584	(98,888)	-13.7%
Medicaid	36,351,779	20,022,787	16,328,992	44.9%	26,219,547	(9,890,556)	-27.2%
Medicare	41,802,174	25,463,492	16,338,682	39.1%	26,525,610	(10,186,928)	-24.4%
Other	1,975,532	649,719	1,325,813	67.1%	1,068,646	257,167	13.0%
Premera	20,064,855	715,503	19,349,352	96.4%	11,979,811	7,369,541	36.7%
Searhc	1,432,749	888,893	543,856	38.0%	897,059	(353,202)	-24.7%
Self Pay	2,496,208	1,317,629	1,178,579	47.2%	1,578,914	(400,335)	-16.0%
VA	5,012,000	3,034,635	1,977,366	39.5%	2,973,316	(995,951)	-19.9%
Work Comp	1,539,986	487,036	1,052,951	68.4%	810,855	242,095	15.7%
	137,832,645	54,932,196	82,900,449	60.1%	88,452,590	(5,552,141)	-4.0%

Financial Class	Fiscal Year 2018						
	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
Aetna	19,437,853	1,195,458	18,242,395	93.8%	10,617,357	7,625,038	39.2%
Com Insurance	5,836,590	524,633	5,311,958	91.0%	3,252,268	2,059,689	35.3%
Mcare Replace	1,170,698	672,416	498,282	42.6%	712,552	(214,270)	-18.3%
Medicaid	42,660,435	24,515,810	18,144,625	42.5%	27,519,190	(9,374,565)	-22.0%
Medicare	50,836,361	31,883,482	18,952,879	37.3%	28,854,222	(9,901,343)	-19.5%
Other	2,411,991	960,185	1,451,806	60.2%	1,111,682	340,123	14.1%
Premera	21,436,593	1,230,408	20,206,185	94.3%	12,175,548	8,030,637	37.5%
Searhc	1,440,662	942,474	498,188	34.6%	834,226	(336,038)	-23.3%
Self Pay	2,872,229	1,599,102	1,273,128	44.3%	1,672,683	(399,555)	-13.9%
VA	5,166,666	3,138,369	2,028,297	39.3%	2,875,508	(847,211)	-16.4%
Work Comp	1,703,594	567,886	1,135,708	66.7%	868,904	266,804	15.7%
	154,973,673	67,230,224	87,743,450	56.6%	90,494,140	(2,750,691)	-1.8%

Financial Class	Fiscal Year 2019						
	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
Aetna	22,411,381	1,529,650	20,881,730	93.2%	12,296,825	8,584,905	38.3%
Com Insurance	6,260,564	508,486	5,752,078	91.9%	3,554,496	2,197,582	35.1%
Mcare Replace	1,540,132	989,269	550,864	35.8%	899,747	(348,883)	-22.7%
Medicaid	47,514,873	26,959,045	20,555,828	43.3%	30,334,668	(9,778,840)	-20.6%
Medicare	54,988,391	35,710,546	19,277,845	35.1%	31,133,417	(11,855,572)	-21.6%
Other	3,217,375	1,314,142	1,903,233	59.2%	1,677,320	225,913	7.0%
Premera	23,099,940	1,567,660	21,532,280	93.2%	13,209,222	8,323,058	36.0%
Searhc	1,886,464	1,253,982	632,483	33.5%	1,041,329	(408,846)	-21.7%
Self Pay	2,776,199	1,506,882	1,269,317	45.7%	1,641,771	(372,454)	-13.4%
VA	6,942,879	4,581,286	2,361,594	34.0%	3,716,228	(1,354,635)	-19.5%
Work Comp	1,423,095	606,505	816,590	57.4%	714,683	101,907	7.2%
	172,061,294	76,527,452	95,533,842	55.5%	100,219,706	(4,685,864)	-2.7%

Financial Class	Fiscal Year 2020						
	Charges	Adjustments	Payments	Payment %	Costs	Margin	Margin %
Aetna	23,175,441	1,678,015	21,497,426	92.8%	13,070,830	8,426,596	36.4%
Com Insurance	5,739,021	479,326	5,259,694	91.6%	3,266,777	1,992,917	34.7%
Mcare Replace	1,186,977	744,761	442,217	37.3%	677,830	(235,614)	-19.8%
Medicaid	43,328,552	26,264,633	17,063,919	39.4%	26,301,547	(9,237,627)	-21.3%
Medicare	51,249,770	34,225,729	17,024,041	33.2%	29,370,104	(12,346,063)	-24.1%
Other	2,896,540	1,103,604	1,792,936	61.9%	1,500,197	292,740	10.1%
Premera	24,576,691	1,356,630	23,220,061	94.5%	14,013,067	9,206,994	37.5%
Searhc	2,567,855	1,787,532	780,323	30.4%	1,441,901	(661,578)	-25.8%
Self Pay	3,041,952	1,628,768	1,413,185	46.5%	1,748,940	(335,755)	-11.0%
VA	6,240,400	4,227,936	2,012,463	32.2%	3,500,857	(1,488,394)	-23.9%
Work Comp	1,182,757	498,270	684,487	57.9%	587,141	97,346	8.2%
	165,185,956	73,995,204	91,190,753	55.2%	95,479,191	(4,288,438)	-2.6%